1

(6)

Efficiency and Miscellaneous.

6. Coordination of work and cooperation between Departments.

P20/5

2

Bangalore,
5th December 1914.

Mr. Rama Iyer.
Please put up the papers with a short note
5/12/14

Dear Narasingarao,

With reference to your enquiries calling for opinion regarding "Co-operation of Departments" and "Improvement of Taluk Administration" &c, I send enclosed two short Notes containing my views on a few of the salient points concerning them.

I may also add that the subjects are of such vast importance as would need greater deliberation, closer consultation and consideration and a careful thorough handling, than such opinion as has been called for.

Yours sincerely,
C. Sankaran Nair

INTER-DEPARTMENTAL DEALINGS.

The interference with the affairs of Departments by officers unconnected with them should be discountenanced, as much for the want of the sense of responsibility the system is likely to breed in the officers answerable for the satisfactory working of those Departments, as for the tendency it may eventually lead to create in the subordinates a decline in the independence and whole hearted attachment to their work, which are such essential ingredients to be developed in every public servant.

2. No appreciable good can be expected from an inspection of technical institutions by an officer unconnected with their administration or not acquainted with the knowledge of their details. In these days of specialization, every officer should be encouraged to develop his knowledge as much as possible in his own line, instead of draining his energies in trying to know something of everything, or by indulging in matters foreign to his purpose.

3. For the same reason, a committee, unless consisting of experts in the subject concerned, cannot be expected to be so conversant with its details or to be so competent as to offer useful advice thereon.

4. Any rule that Government servants should be encouraged to bring to notice all irregularities and shortcomings on the part of officers of other Departments would not only cast a slur on the officers engaged in such Departments, but also encourage the habit of bearing tales and bring about resentments, unseemly dissensions and create mutual distrust among the members of the several branches of the Administration, eventually demoralizing the work of the subordinates, while it should be the aim of every one to stimulate a spirit of amity and brotherhood and build up an <u>espirit de corps</u> of the Public Service as a whole.

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5. Decentralization is a large subject of varied interest, and I understand it is being separately dealt with.

6. As regards the suggestions that there should be personal discussion among the officers of different Departments on important questions, and that every officer referring to Govern-ment any question should invariably consult beforehand other Departments interested in it, such absolutely essential etiquettes of service, which are in vogue, should also be left to the individual discretion and judgment of the responsible officers concerned, according to circumstances and situations. Any hard and fast rule in the matter might materially diminish the extent of responsibility which each officer has to realize when dealing with any question of importance, while he should be made, within his own limitations, to rough it out to the best of his abilities, bringing into play his powers of initiative and resourcefulness to the best adavantage of the Department he is called upon to administer.

Sri Kantaraya

Bangalore, 30th November 1914.

W.G.M: 725/1

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PUBLIC WORKS SECRETARIAT.

Bangalore, 3rd December 1914.

Dear Sir,

As desired in your D.O. letter No.94 dated the 27th October 1914, I forward herewith a note embodying my suggestions for "Co-ordination of work and Co-operation between Departments".

Yours sincerely,

Kanthuswamiah

D.M.Narasinga Rao, Esq: B.A., B.L.,
Offg.Secretary to Government,
General and Revenue Departments,
Bangalore.

Suggestions for Co-ordination of work and Co-operation between Departments.

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No.1 This suggestion, if attempted, will prove highly detrimental to discipline and will completely defeat the object aimed at. It will encourage espionage, tale bearing, mutual bickerings and jealousies between the officers of the various Departments in a District. The suggestion itself is very indefinite. Till each and every officer is made to feel that he constitutes a distinct organ of the body-politic with specific functions assigned to him and that his functions must harmonise with those of others and that he should co-operate with them for the welfare and success of the administration of the State, things are not likely to improve. Social, religious and caste prejudices must make room for a patriotic bias and then none of the inquisitorial methods suggested in the first recommendation will be needed. With such prejudices as they now exist the methods proposed would only tend to unnecessary friction and avoidable trouble.

No.2. Officers of one Department having to deal with important, delicate or doubtful questions concerning their own Departments are not

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usually likely to take other people into confidence. But in questions concerning the interests of other Departments consultations of the ~~sort~~ sort xx recommended are generally made even now.

Nos.3, 4 & 5. These are all good and desirable suggestions for securing proper and full consideration of important questions; but are likely to interfere with the prompt despatch of work.

No.6. This has been the cry all over India. The Public Service Commission have written strongly on this point as regards the Provincial Administrations and the same seems to be true of Mysore. High officers ~~xx~~ here are not invested with powers to dispose of matters which their position, emoluments and prestige rightly entitles them to possess. Even in some of the simplest and most ordinary matters in which Government could have no apprehensions of being committed in any manner these officers have to look up to the ponderous machinery of the Secretariat, and the consequence is that the ryots are deprived of the chances of speedy redress of their grievances at the hands of local officers who in other respects have full authority over their (ryots') property, honour and even life. This is anomolous and requires immediate attention as now proposed.

No.7. This recommendation also finds a place in the evidence before the Public Service Commission but the majority of expert witnesses of

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Technical Departments were against this recommenda-tion. There is nothing now to prevent the Deputy Commissioner to send his requisitions in connection with technical needs of the district to the District Engineer who is bound to seek suitable orders from the Departmental Head and take steps about the preparation of estimate, arrangement for funds, formal sanction and prompt execution; but it would be most inconvenient to invest the Deputy Commissioner with powers which he cannot use without the necessary formalities and technical information, particularly as regards the Medical or the Public Works Departments. The recommendation is most general and it is not understood in what respects and in what manner it is intended that the Deputy Commissioner should exercise his authority in the working of technical departments.

No.8 There is no objection to this suggestion if by institutions is meant public establishments such as schools, dispensaries, chattrams, temples, etc.,& not offices outside their control.

The inspection notes may be forwarded for information and necessary action to the Heads of the Departments concerned.

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Bangalore,

14th August 1914.

Sir,

In continuation of the correspondence on the preparation of a scheme regarding "Co-ordination of work and Co-operation between Departments", I am desired to forward herewith a list of the suggestions received on the subject and to request you to favour Government with your remarks thereon at a very early date.

Yours sincerely,

Chief Secy to Govt.

1. K.S.Chendrasekhara Iyer, Esq., B.A.B.L.
Judge, Chief Court.

2. Dewan Bahadur J.S.Chakravarti, Esq.,
M.A., F.R.A.S.,
Comptroller & Financial Secy.
to Government.

3. Karpur Shrinivasrav, Esq., B.Sc., L.C.E.
Chief Engineer of Mysore &
Secretary to Govt. P.W.D.

4. Dewan Bahadur C.Srikanteswara Iyer,
Esq.,
Inspector General of Police.

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Suggestions for the preparation of a scheme on co-ordination and co-operation between Departments.

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(1) Government officers should be encouraged to bring to the notice of the authorities concerned all irregularities, shortcomings, grievances, &c., coming to their notice whether in their own or other Departments.

(2) There should be personal discussions of important, delicate or doubtful questions among officers of different Departments stationed at one place, and signed notes should be kept of them as basis for official representation.

(3) Every officer referring a question to Government for orders should ordinarily consult beforehand other Departments interested in it

(4) The system of constituting select Heads of Departments into Committees should be further extended.

(5) Birthday and Dasara Conferences of Heads of Departments and Deputy Commissioners should be ~~established as a regular institution~~.

(δ) There should be decentralization in favour of Heads of Departments and Deputy Commissioners.

(β) The District Officer should have a real voice in the working of all Departments within his District (subject to reasonable limitations) so that he may act as a co-ordinating factor.

(γ) Deputy Commissioners and Heads of Departments should make it a point of visiting generally all institutions during tours instead of confining their ~~tours~~ attention to the institutions in which they are directly interested.

Dmcy 29/8

Done. 92

D. O. from No 9. 12.

PUBLIC WORKS SECRETARIAT.

Bangalore, 20th Febry: 1914.

Dear sir,

With reference to your D.O. letter No.13 dated the 16th instant, I have to state that I am now busily engaged on the Arbitration work and I will be able to take up this work after the cessation of my present special duty.

Yours sincerely,

K. Seshiah

D.M.Narasinga Row, Esq., B.A., B.L.
Deputy Secretary to Government,
General & Revenue Departments,
Bangalore.

Secret 187

D.O. Form No. 6

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GOVERNMENT OF MYSORE

D. O. No. 63 Fin 1

OFFICE OF THE COMPTROLLER,
MYSORE GOVERNMENT,

Bangalore, dated 18th February 191 4.

Dear Mr. Narasinga Rao,

With reference to your letter dated 16th February 1914 enclosing a copy of Organisation and development question Form No.6 in which my name is mentioned amongst gentlemen willing to cooperate, I beg to state that I shall very gladly do what I can in the matter.

I enclose herein the ~~details~~ outline of a scheme which I hope may serve as the basis and the starting point. If you as the officer responsible will work up the details in respect of each head, then we can discuss the particulars subsequently at a personal meeting.

Yours sincerely,

M. Krishnamurthi

D.N. Narasinga Rao Esq., B.A., B.L.,

Deputy Secretary to Government.

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Financial Secretary's note on coordination and cooperation between departments.

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(1) Notes to be called for from all heads of Departments regarding points at which the work of their department touches or overlaps the work of another department, with suggestions for securing proper coordination.

(2) Conference of heads of departments and Deputy Commissioners during Birthday and Dasara to be established as a regular institution.

(3) Government to lay down this general policy in matters affecting all departments or many departments of the State, as has been done recently in the matter of making purchases.

(4) The District officer to be given a real voice in the working of all departments within the District so that he may willingly and effectively act as a coordinating factor.

(5) Deputy Commissioners and heads of Departments should be encouraged to inspect generally all institutions at the places they visit during tours, instead of confining their visits only to the institutions in which they are directly interested.

17 FEB. 1914

D.O. No. 11 to 15 15

General & Revenue Secretariat

Bangalore, 16th February 1914

Sir,

I am to enclose herein a copy of the printed statement showing the subject against which you have been mentioned as one of the gentlemen who have agreed to cooperate with Government.

I am directed to enquire whether you will find it convenient to cooperate with Government in devising a suitable scheme on the subject; and, if so, to request you to be so good as to favour me, as the officer responsible, with a note of your views in the matter on or before the 20th March next.

Yours Sincerely,

(Sd) D. M. Narasimha Rao

Deputy Secretary to Govt.

Confidential.

ORGANIZATION AND DEVELOPMENT QUESTIONS.

For the months of February and March 1914.

Main head—**Efficiency and Miscellaneous.** Section (iii) Under investigation and development.

Serial No.	Subject	Name of officer or other gentleman responsible	Names of gentlemen who have agreed to co-operate with Government	Time fixed for completion of any specific portion of subject or of whole	Arrangements for rapid completion, notes and remarks (*Note.*—Progress will be reviewed on Friday, 3rd April 1914)
6	Co-ordination of work and co-operation between Departments.	Mr. D. M. Narasinga Rao.	Mr. K. S. Chandrasekhara Iyer. a1 „ J. S. Chakravarti. a2(N) „ Karpur Shrinivasrav. a3 „ C. Srikantesvara Aiyar. a4 „ S. P. Rajagopalachar.	Progress will be reported by 31st March.	A memorandum showing the general lines of investigation will be prepared. Mr S. Iyer wishes to know what is required Draft ought to be in a week. Shall have framed to be so. Draft N/S

NFIDENTIAL.

ORGANIZATION AND DEVELOPMENT QUESTIONS.
For the months of February and March 1914.

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Main head - Efficiency and Miscellaneous Section .....

Sl.No.	Subject.	Name of officer or other gentleman responsible.	Names of gentlemen who have agreed to co-operate with Government.	Time fixed for completion of any specific portion of subject or of whole.	Arrangements for rapid completion, notes & remarks. (Note.- Progress will be reviewed on Friday, 3rd April 1914.)
6.	Co-ordination of work and co-operation between Departments.	Mr. D.M. Narasinga Rao.	Mr. K.S. Chandrasekhara Iyer. Mr.J.S. Chakravarti. Mr. Kanpur Shrinivasaw. Mr. C. Srikantaswara Aiyar. Mr S P Rajagopalachari		Papers Nos 5 31/3 6/2 A memorandum showing the general lines of investigation will be prepa

(1) Under "Main head", enter one of the three following:—

(i) Administration (12 subjects).

(ii) Economic Conference (12 subjects).

(iii) Efficiency and Miscellaneous (12 subjects).

(2) Under "Section", enter one of the four following:—

(i) Watching operation and progress of measures and schemes already introduced.

(ii) Proposals and schemes to be matured or brought into force shortly.

(iii) Proposals and schemes under investigation and development, and maintaining up to date information upon specific subjects.

(iv) Collecting and spreading information, and preliminary enquiries into schemes or proposals.

(3) As a rule, the officer or gentleman responsible should review and bring progress to notice on the last Friday of every month.